



PHILADELPHIA HOUSING AUTHORITY ACCOMPLISHMENTS REPORT 2021

THE PHILADELPHIA HOUSING AUTHORITY OFFERED REAL-TIME SOLUTIONS
TO PRESSING SOCIAL CHALLENGES BY CREATING OPPORTUNITIES
FOR EMPLOYMENT, BETTER HOUSING, AND SOCIAL MOBILITY



**FACE
MASKS
REQUIRED**



PHA

PHILADELPHIA HOUSING AUTHORITY

OPENING DOORS TO OPPORTUNITIES

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MISSION

The Philadelphia Housing Authority's mission is to open doors to affordable housing, economic opportunity, and safe, sustainable communities to benefit Philadelphia residents with low incomes.



STRATEGIC DIRECTIONS PLAN

IN DECEMBER 2014,
THE PHA BOARD OF COMMISSIONERS
APPROVED A STRATEGIC DIRECTIONS PLAN
CONTAINING 12 STRATEGIC PRIORITIES.



Preserve and expand the supply of affordable housing available to Philadelphia's residents with low incomes;



Achieve excellence in the provision of management and maintenance services to PHA residents;



Create safe communities in collaboration with neighborhood residents and law enforcement agencies;



Enhance resident well-being and independence through partnerships for employment, job training, education, health, and other evidence-based supportive services;



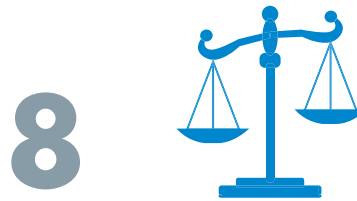
Improve access to quality housing choices and opportunity neighborhoods through the Housing Choice Voucher Program;



Incorporate energy conservation measures and sustainable practices throughout PHA operations;



Improve customer service, streamline operations, and create a business model that is data-driven and high-performing;



Conduct PHA business in an open and transparent manner that promotes accountability and access, ensures diversity, and adheres to the highest ethical standards;



Strengthen existing relationships and forge new public, private, and philanthropic partnerships to support PHA's strategic goals;



Make PHA an employer of choice with an accountable, diverse, trained, and productive workforce;



Ensure that PHA is a good neighbor and reliable community partner; and



Encourage innovation and promote PHA's financial health through ongoing participation in the Moving to Work Program.



A YEAR FOR TAKING A STAND

It would be difficult to begin a recap of PHA's accomplishments over the past year without starting with the pandemic.

Like just about everyone else, those of us who work in the office learned to work from home, but our front-line workers did not have that luxury. Properties still needed to be managed and maintained and residents still needed to be served.

Forming partnerships has served PHA well in recent years, and that proved to be the case again with the pandemic. As soon as vaccines became available, we collaborated with Temple University's Colleges of Public Health and Pharmacy to hold on-site clinics at our senior developments, ensuring that our most vulnerable residents did not have to leave home to get vaccinated.

Similarly, Temple's staff and nursing students vaccinated our workforce, especially those who interact with residents. Special credit goes to our resident leadership who worked hand-in-hand with Temple to provide information to help residents overcome hesitancy and accept the jabs.

With students forced to attend class remotely this year, we partnered with the Boys and Girls Clubs to give daily learning support to students living at eight PHA developments. This extra help made students more comfortable learning in this new environment.

Perhaps, most important, with economic hard times hitting so many PHA households, we became among the first organizations to announce a moratorium on evictions for non-payment of rent. Later, we began offering supportive services, including job training and financial planning to help families recover.

Part of our tumultuous year included an encampment by advocates for the homeless at a property where we had promised the Sharswood community, as part of our transformation plan, to build a shopping center, including a badly needed supermarket. There is no bigger advocate for low-income housing or the homeless in Philadelphia than PHA, and we were able to peacefully work out an agreement to end the encampment and clear the way for construction to begin.

More broadly, in conjunction with our partners like Habitat for Humanity and Hunt, the Sharswood Choice Neighborhoods Initiative remained on pace, maintaining its status as the largest mixed-income, mixed-use project underway in Philadelphia. The work will ultimately create 1,200 housing units, including rentals and homeownership.

Our development efforts were not confined to Sharswood. We partnered with Susquehanna Net Zero Housing to build a 78-unit development at 27th and Susquehanna, along with a LIFE Senior Care Center. And we agreed to transfer up to 240 long-term vacant lots and shells in largely Hispanic eastern North Philadelphia so that long-term affordable housing could be developed there.

In addition, PHA provided subsidies to over 3,700 housing units at 145 community-based developments citywide through the Unit Based Voucher program.

Through it all, our Opening Doors to Homeownership program continued to create life-changing opportunities, with 67 families making the big jump from renting to owning this year. In a city, and for that matter, a nation in which Black homeownership is significantly underrepresented, we are extremely proud to create these possibilities in partnership with our residents.

There is so much more to be grateful for from this remarkable past year. I thank our dedicated employees, our many partners and our Board of Commissioners for helping PHA overcome tremendous challenges to deliver for the residents and communities we serve, as well as the city at large.

Kelvin A. Jeremiah
President & CEO



PHA'S INVESTMENTS ARE LIFTING UP NEIGHBORHOODS

The past year was for many a time of awakening, a year when the need for greater racial, social, and economic justice took center stage. Although we have made strides, our city remains a work in progress as reflected by the fact that one in four Black families and one in three Hispanic families in Philadelphia live below the poverty line.

The American Rescue Plan, including the newly expanded child tax credit, means more money in more low-income families' pockets. But even with that boost Philadelphia has an affordable housing crisis.

That is why we are so fortunate to have a public housing authority that operates with a mission-driven passion that seeks to provide as many housing opportunities as possible. Each time I visit the Sharswood neighborhood, it seems like another parcel is under development. The activity is drawing in residents who are returning to the community and to the neighbors they left behind.

It is more than the 1,200 housing units being built. A shopping center is under construction including the first supermarket in that community in decades. And the investment PHA made in restoring the historic Vaux High School building has paid off exactly as PHA President & CEO Kelvin A. Jeremiah had planned.

I was very proud to see the first graduating class receive their diplomas at what is now called Vaux Big Picture High School, a unique public school staffed with union teachers but managed by an outside company. The building itself has become a hub for the community, offering healthcare, job training and other services. This school and community center represent a visionary victory.

As impressed as I am with the tremendous progress in Sharswood, I am equally grateful to have PHA as our partner on several initiatives, most significantly fighting to eradicate homelessness. The agency works closely with our Office of Homeless Services to transition families to permanent homes. And when homeless advocates staged an encampment on the Benjamin Franklin Parkway last summer, PHA was right beside us working to negotiate an agreement to help the encampment members receive services and a plan for more housing.

PHA even took steps to reform the way it provides police services, adopting a community-based approach to public safety. The idea is to hire community engagement associates who will intervene and defuse situations before they grow out of control. I believe this is a very worthwhile idea and we will be watching in the hope of good results and the potential expansion of the program.

The economic hardship caused by the pandemic left many families falling behind on their rent. The City and PHA are addressing that situation, helping these families and their communities recover. Our combined efforts reflect a partnership that is strong and working for our city.

Congratulations and many thanks to PHA's Board and its Chair Lynette Brown-Sow, Kelvin A. Jeremiah, and the entire PHA staff for your ongoing, immense contribution to social mobility, resident well-being and the city's neighborhoods.



Mayor Jim Kenney

LEADING BY ACTION





A \$53-million dollar mixed-use development under construction on Ridge Avenue.

As the chants for racial justice grew louder, the Philadelphia Housing Authority (PHA) took a decisive stand for inclusion in 2021—moving vulnerable residents into decent housing, vaccinating those in underserved communities against COVID-19, and providing low-income students with reliable access to high-speed Internet so they could keep up in class.

As COVID-19 tested the resolve of Philadelphia and the nation, the PHA worked with diverse public and private partners and insightful resident leaders to expand access to the jobs of tomorrow and tighten the social safety net for those hit hardest by the pandemic.

The demand for quality affordable housing increased as the PHA lead local efforts to expand, preserve, and expedite affordable housing plans in Philadelphia. As more and more unemployed residents began to fall behind on their rents, their situation drew greater attention to the importance of our mission.

Despite the logistical challenges posed by the pandemic, staff kept the PHA moving forward, and on-schedule, utilizing strategies such as modular construction and RAD, which allows housing authorities to expand funding beyond what is provided by HUD.

In all, the PHA staff managed 51 total projects, including

36 managed directly, along with eight, third-party developer projects and seven ACC projects.

During the shutdown, the PHA construction team completed and turned over 447 apartment units for leasing, as well as two community centers. All 51 projects under construction were completed or are on schedule to be completed as planned. The construction value for projects during 2020 totaled \$355 million.

In addition to housing, the PHA also is charged with helping families to advance their personal and self-sufficiency goals. As an organization, we rely heavily upon the cultural and community insights shared by resident leaders who understand the deep complexities of a community, and know the hidden challenges.

Resident leaders worked closely to address inequities, respond to daily needs and identify timely, new services such as the free workshops and one-on-one business coaching we offered this year to those starting their own businesses.

The Resident Councils worked to distribute donated food to families and children in need and helped PHA serve over 8,000 children during the pandemic. In all, nearly 90,000 meals were provided from March to July when schools were first closed.



Award-winning 83-unit development in Sharswood.

IT TAKES A VILLAGE

PHA continued its vital role as a major funder for housing and neighborhood development throughout the City, working directly through its affiliates and in partnership with a group of development partners, including community-based organizations.

The PHA remained a driving force for the expansion and preservation of affordable housing as our partners broke ground on modern housing developments like Hunt-Pennrose and we completed leasing at locations like Blumberg 83.

RESIDENT SPOTLIGHT

As a newly trained community health worker, PHA resident **Angela Sutton** and her peers are on the frontlines of the campaign to make sure every Philly neighborhood has quality health care. Her role is vital.

"When I found out that I would be helping people in the community, I knew I had a jump on board," Ms. Sutton says. "You have to work your purpose."





The gateway to the Ridge Avenue Commercial Corridor.

MEANINGFUL MILESTONES

- Provided subsidies to over 3,700 housing units at 145 developments citywide through the Unit Based Voucher program. Development sponsors include dozens of mission-driven organizations, including Liberty Resources, New Courtland, HACE, Nueva Esperanza, Women's Community Revitalization Project, Mission First Housing Group, HELP USA, Methodist Family Services, and others.
- Partnered with Susquehanna Net Zero Housing LP to build a 78-unit development at 27th and Susquehanna, along with a Life Center. Construction started in late 2020.
- Entered into a collaborative partnership in the 7th District to safeguard long-term affordable housing development by agreeing to transfer up to 240 long-term vacant lots and shells. This ensures that the properties will be redeveloped for long-term affordable housing with a 20-year restrictive covenant. This innovative initiative enables PHA to dispose of non-performing assets, bringing those properties back to good use.
- Worked with third-party development partners to finalize funding and construction plans for five new public housing developments, with a total of 182 units. An estimated \$76.5 million in other funds will be leveraged by these projects. When completed, PHA will have added 585 new public housing units at 15 developments throughout the City since 2013.
- Construction and planning continued at a brisk pace on the Choice Neighborhoods Transformation Plan for Sharswood/Blumberg, which is the largest mixed-income, mixed-use redevelopment project underway in the City. The plan seeks to create an inclusive community in the heart of Philly with 1,200 units of mixed-income housing, including affordable rentals and homeownership units. In 2020, PHA was awarded a \$30 million grant under HUD's Choice Neighborhoods Implementation program to support this initiative. A



Sharswood Ridge Shopping Plaza opens in 2022.

total of 443 housing units have been completed or are currently under construction. Working with Help USA, PHA successfully obtained a 9% Low Income Housing Tax Credit award to repurpose the Reynolds Elementary School in Sharswood into affordable housing. Construction of the Reynolds School commenced in fall 2020 and is underway, with construction scheduled for completion in FY 2022. Following the successful negotiations to end an homeless encampment on the site, a groundbreaking was held for a \$53 million mixed-use housing and retail complex that will include 100 units of new housing along with a grocery store, bank, urgent health care center, and other retail services

- In Norris/North Central, a community has come together to revitalize its neighborhood. The PHA continued to partner with the City and various collaborators on an ambitious Choice Neighborhoods

RESIDENT SPOTLIGHT

In March, 2021, **Dwayne Fair** bought the home his family had rented from PHA for nearly 52 years. Now he is the man in charge. “I can tear down walls or do anything I want to. It’s my house.”



Transformation Plan that will result in extensive community improvements and construction of 267 rental and 30 homeownership units, of which 147 will be replacement housing. This year, Phase II construction was completed along with re-occupancy of 89 family rental units. The authority also completed construction on Phase III, consisting of 50 family rental units and a 10,000 square-foot community building in June 2020. Norris residents are assisted in a variety of ways, based on individual family assessments. Twenty-five residents became employed in FY21, 10 participated in a job training program, six have completed job training programs, and 37 are enrolled in homeownership activities.



WALKING THE EQUITY TALK

PHA emerged as a champion for racial and economic equity throughout the pandemic, backing its words with courageous actions. Some, like the extended eviction moratorium, carried unknown financial consequences for the authority.

“Affordable housing should be a basic human right, not a privilege,” Kelvin A. Jeremiah, PHA President and CEO, told the staff.

Economic Engine

As Philadelphians lost jobs, career opportunities and job openings emerged as a lifeline. Over the course of the year, through February 2021, 216 PHA employees were either hired or rehired, with 52 of those employees qualified as Section 3 residents. Of the 52 Section 3 qualified hires, 11 were PHA residents. In FY 2021, PHA achieved an MBE participation rate of 97% and a WBE participation rate of 0.5%. Philadelphia businesses and organizations received 27.6% of the total PHA contracted procurement spend of \$70.3 million. In terms of disbursements, Philadelphia-based vendors received \$88.3 million out of total disbursements of \$209 million.



At the PHA, diversity is a given and a core strategy, not just a goal.

Keeping Residents in Their Homes, and in the Game

As the pandemic left economic damage and job loss in its wake, the PHA announced a moratorium on evictions resulting from the nonpayment of rent and related fees.

Residents who had fallen behind on rent payments were offered rental repayment plans. Supportive services, including job training, career readiness, financial planning, and goal setting, were available to help those hurt by the pandemic get back on track.



Vax Up: PHA Board Chair Lynette Brown-Sow, CEO Kelvin Jeremiah, and a guest at the Sharswood Senior Tower event.

Giving Everyone a Shot

After news reports indicated that low-income and underserved individuals were vastly underrepresented at vaccine clinics, Temple College of Public Health, the Temple School of Pharmacy, and the PHA decided to bring the vaccines into these neighborhoods so people didn't have to leave to get their shots.

Temple nurses and students training as health care professionals delivered the vaccinations at PHA senior housing locations initially so they didn't have to risk travel on public transportation or stand in long lines

Resident leaders volunteered by distributing educational materials ahead of each event and registering their neighbors to get their COVID-19 shots. Some even went door to door, just to make certain the homebound were aware of the vaccination opportunities.

Since the program began in February, Temple University College of Public Health and PHA have held over 50 unique clinics at PHA resident sites and provided 2,550 vaccines to approximately 1,520 PHA residents.

These vaccine clinics were one part of a broader initiative to better serve PHA residents by developing an agile

network that responds to the neighborhood's specific healthcare needs.

The Temple University Health System, which guided this initiative, created a companion workforce program called PHA Cares. PHA Cares hired PHA residents to serve as community health outreach workers at select PHA housing developments. The program sought to strengthen health care delivery by introducing health workers who are from the community and understand its unique needs and challenges.

The Lewis Katz School of Medicine at Temple University's Center for Urban Bioethics and Temple University's Lenfest North Philadelphia Workforce Initiative, and the Temple Center for Population Health partnered with PHA on PHA Cares. Temple trained and hired 10 CHWs to provide information on health, safety and wellness related to COVID-19.

RESIDENT SPOTLIGHT

Virginia Smith, age 101, is among hundreds of PHA residents who walked out their front doors to receive their COVID-19 vaccines at events held at their housing developments. They avoided long lines, and had a comfortable place to sit.





A home for sale with modern amenities.

Homeownership: The Keys to a More Secure Future

In FY 2021, PHA continued to implement first-time affordable homeownership initiatives to expand housing choice and increase the number of first time, low-income homebuyers.

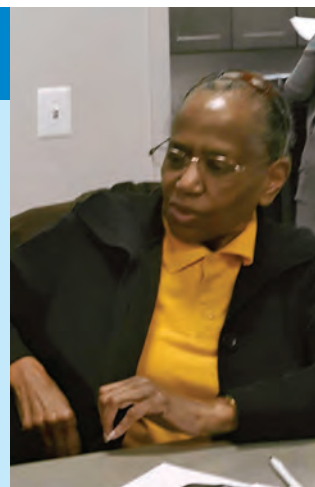
PHA's Opening Doors to Affordable Homeownership initiative consolidates the existing HUD-approved Section 5h Homeownership Program, the Housing Choice Voucher (HCV) Homeownership Program, other new development homeownership initiatives and homeownership readiness and counseling support under the management of PHA's Homeownership Unit.

The PHA worked with over 1,000 residents to complete homeownership counseling courses in partnership with HUD-approved housing counseling agencies where they saved \$2,000 through new budgeting skills, and completed credit counseling to obtain at least a 620 middle credit score. They also received one-on-one housing counseling and a pre-approval letter from a lender or bank. After meeting all the qualifications, the residents met with a homeownership counselor to discuss their options with PHA.

To date, 205 residents have purchased scattered-site units under the Section 5h program, and we've supported 704

RESIDENT SPOTLIGHT

Anita Daniel bought her first home at the age of 85. You are never too old to become a homeowner, she says. "PHA provided some money for down payment and closing costs. My home is affordable. Go ahead and try it."



HCV participants in the purchase of a home.

Cumulatively, the Authority has developed and sold 306 new homeownership units designed as part of HOPE VI, mixed-finance, and other major revitalization initiatives. Under the HCV program, participants may utilize their voucher assistance to purchase homes and then receive monthly Housing Assistance Payments to support housing costs for up to a fifteen 15- or 30-year period.

The following table summarizes PHA's affordable homeownership sales activities for FY 2021.

Homeownership Sales: FY 2021

Program	FY 2021
Section 5h	4
HCV Homeownership	22
Public Housing residents	41
Total	67



The PHA Workforce Center partnered with CVS Pharmacy on a new learning hub where residents can train to be pharmacy technicians.

Re-Entry Initiatives

PHA continued implementation of the MTW Second Chance pilot program, which provides housing and services to returning citizens. Through Second Chance, PHA provides tenant-based vouchers to returning citizens in good standing with the Eastern District Federal Court Supervision to Aid Reentry (STAR) program and the Mayor's Office of Reintegration Services (RISE) program. Second Chance participants are provided with skills, training, and education necessary to successfully reintegrate into society, avoid recidivism, and lead constructive, useful lives. PHA also continued its efforts to support re-entry efforts through a partnership with the Pennsylvania First District Court's MENTOR program.

Voucher Mobility

PHA started a Housing Opportunity Program (HOP) in August 2013 to assist voucher holders in locating units

and prospective property in opportunity neighborhoods within and outside of Philadelphia. HOP was initially a pilot effort supported by HUD grant funds and is currently funded through PHA's MTW Block Grant. In FY 2020, HOP assisted forty-five 45 HCV participants lease homes in opportunity areas.

Start, Run and Grow A Business

The PHA launched a new business incubator offering vital services for HCV and public housing residents who wanted to start, own or grow a business. The incubator offered reliable Wi-Fi, access to socially distanced work space, phones, entrepreneurship and business workshops, one-on-one coaching and more.

The Small Business Incubator program, which launched in early 2021, offers resources for new startups along with programming to ensure that businesses receive adequate support as they expand and grow.



Chief Eberhart's swearing in.

Jobs of the Future

The PHA Workforce Development Center, which partners with the CareerLink Center, helps residents reimagine their futures by training for in-demand careers and providing access to workforce credentials and the latest job openings. It offers skill-building workshops, bridge programs to hone academic skills, and a jobs bank to connect them directly with open positions and employers. Career training opportunities included: Bookkeeping; IT Training; Network Technician; Carpentry; CDL-Truck Driving Part A and B; HVAC; Phlebotomy Technician; Plumbing; Nursing Aide Training; Building Maintenance; Medical Billing; Residential and Commercial Electricity; Business Administration; Pharmacy Technician; Dialysis Technician and many more.

Private and public partners joined with the authority in providing college scholarships, career training, and a job bank that connects residents directly to employers with openings.

Reimagining Policing

The Philadelphia Housing Authority Police Department (PHAPD) joined in the national conversation on policing by adopting a proactive, community-based approach to public safety. Under our new chief, Antoinette Eberhart, the department identified new ways to engage residents in public safety initiatives. The PHAPD hired an Community Engagement Manager and Community Engagement Associates (CEAs) to work at several housing sites and build trust as they get to know the residents' concerns and strive to address their challenges.

The idea is to train and hire skilled individuals who can intervene and help resolve community tensions before tense situations get out of control. The CEAs will liaise with the PHA Police when enforcement action is required and review police call logs to identify underlying tensions and potential ways to intervene or defuse these situations. Simultaneously, the CEAs will connect with the Resident Program and Partnerships (RPP) Department to ensure supportive services and programs are available to residents when they need them most.



HOUSING THAT ELEVATES COMMUNITIES & ECONOMIES



Award-winning Norris Phase III complements the architecture of nearby homes.

PHA partners with nearly 5,000 private owners and property managers to provide safe, decent housing to qualified participants in the HCV Program. It pays an average subsidy of \$740 per landlord each month on behalf of HCV program participants.

This program helps to expand housing opportunities to a broader network of neighborhoods. In April 2020, the Housing Choice Voucher Program began to pull applicants from the wait list to provide housing activities to those who may be affected by the pandemic. Over 200 new voucher

holders were able to lease a unit of their choice and over 500 were out shopping for a unit.

HCV serves approximately 19,000 low-income households in privately-owned housing across the city. Vouchers are provided to tenants and to select housing developments, most of which are owned by non-profits.

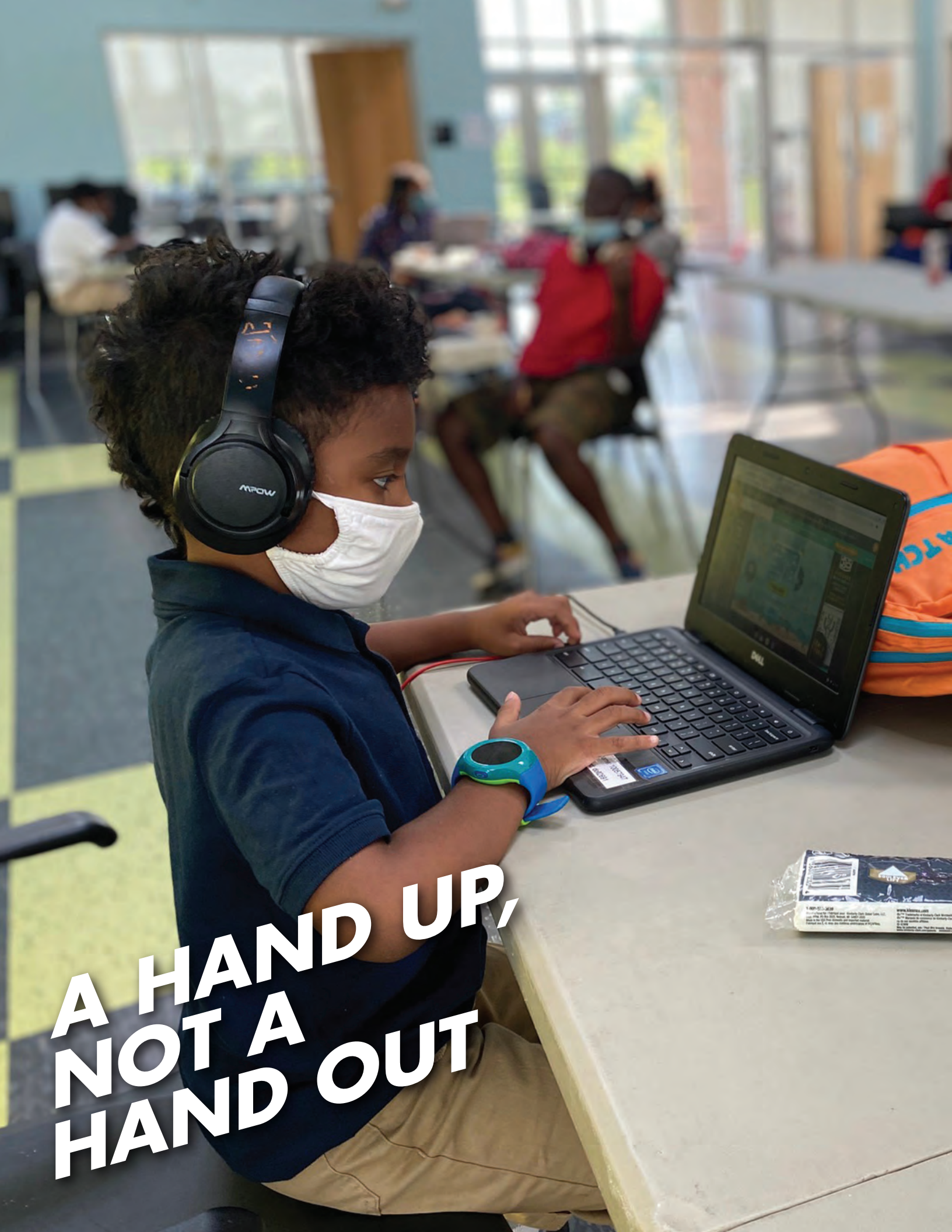
In FY 2021, PHA entered into Agreements and/or Housing Assistance Payments Contracts for 1,410 new project-based voucher units, including RAD conversions, under PHA's Unit Based Leasing program.

New Unit Based Voucher Projects: FY 2021

Property Name	# Vouchers	Project Description
Francis House	10	Senior Housing in West Philadelphia
Harlan St	22	Multi-family new construction in North Philadelphia for low-income families
Liddonfield	150	New construction in Northeast Philadelphia for seniors. New Courtland is project sponsor
Reynolds School	49	Veteran housing
Susquehanna Square	37	Multifamily rehab that will serve low-income families in North Philadelphia
Blumberg Phase III	83	PHA-owned new construction for low-income families in Sharswood
27th and Susquehanna	78	New construction for seniors in the Strawberry Mansion neighborhood. Project Sponsor is Net Zero Housing
School of Nursing	50	Rehabbed housing for homeless individuals Project sponsor is Project Home
Norris LP	51	Conversion of existing PAPMC public housing development
Norris V	45	A mixed-income development in North Philadelphia. Development will be owned by a third party. PHA is providing assistance for 45 units through a RAD transfer of assistance
Hunt Sharswood Phase I	30	New construction mixed-income development in the Sharswood neighborhood
Harrison Plaza	116	Rehabilitation and conversion under RAD of existing PHA public housing development
Westpark Phase I	124	Rehabilitation and conversion under RAD of existing PHA public housing development
Westpark Phase 2-4	203	Rehabilitation and conversion under RAD of existing PHA public housing development
Fairhill Phase I	100	Rehabilitation and conversion under RAD of existing PHA public housing development
Fairhill Phase 2-3	164	Rehabilitation and conversion under RAD of existing PHA public housing development
Queen's Row	55	Conversion under RAD of existing PHA public housing development
Queen Lane	43	Conversion under RAD of existing PHA public housing development
TOTAL	1410	

Moreover, the authority furnished subsidies to over 3,700 housing units at 145 developments citywide through the Unit Based Voucher (UBV) program. Our sponsors have deep roots in their communities. They include dozens of

mission-driven organizations, including Liberty Resources, New Courtland, HACE, Nueva Esperanza, Women's Community Revitalization Project, Mission First Housing Group, HELP USA, Methodist Family Services, etc.



**A HAND UP,
NOT A
HAND OUT**



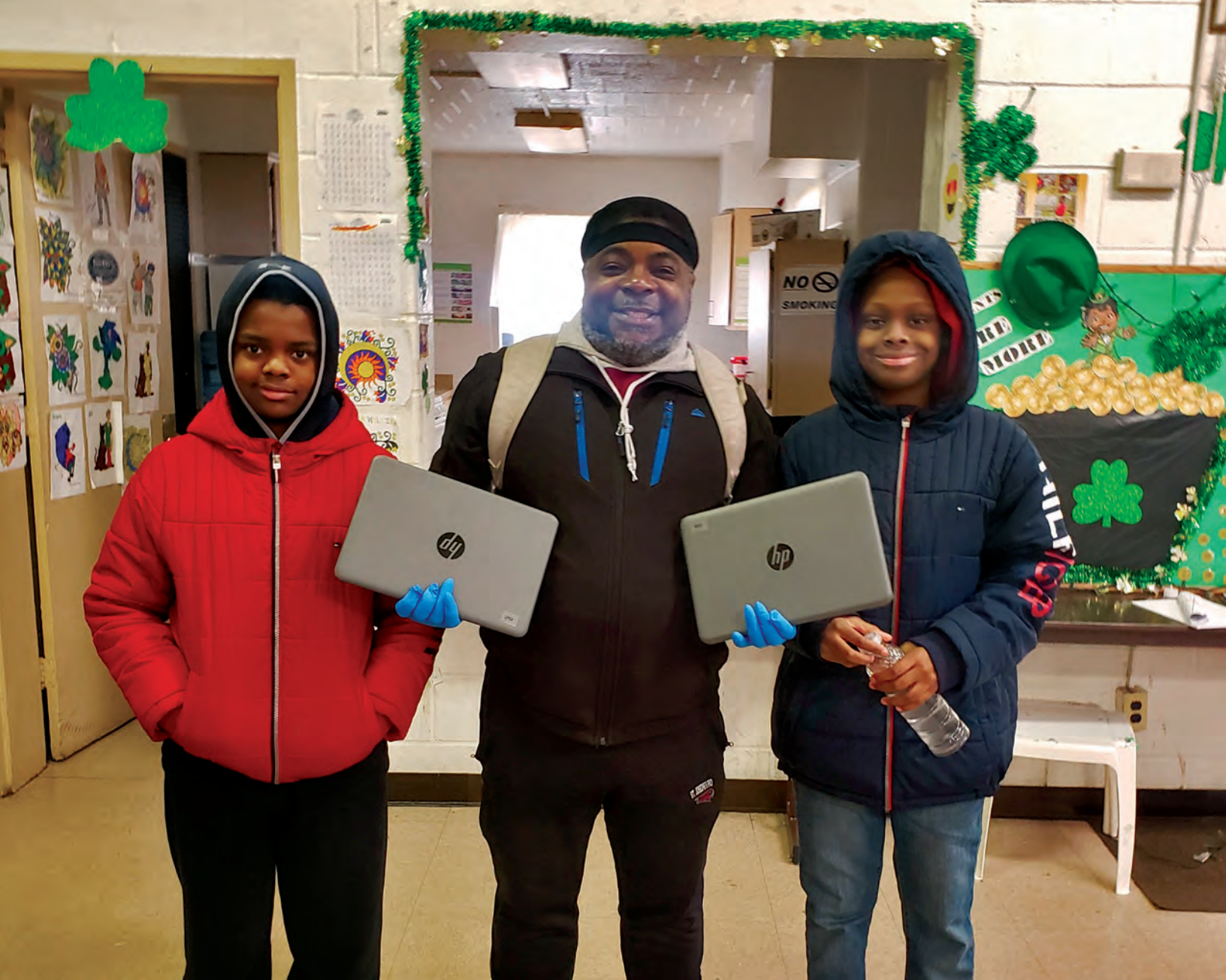
Food giveaways brought holiday cheer.

Life changed for the better for some families as PHA residents saved for new homes, started new careers or enrolled in college.

When they were ready for a new path, we were there to help. PHA offers a broad range of service programs that support families' efforts to meet their career and life goals. Individuals could get their GEDs to further their education; attend workshops on workforce readiness, or earn scholarship money for college. These efforts include direct services and partnership initiatives.

Milestones:

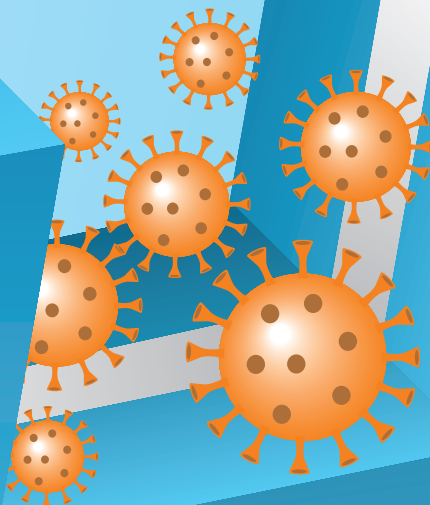
- PHA partnered with the School District of Philadelphia, the Boys and Girls Club, and the City of Philadelphia on the establishment of seven convenient and secure remote learning centers, some of which were set up in community rooms of PHA's housing sites. There students had reliable access to high-speed Internet and lab monitors who were available to help with computer glitches. Additionally, in partnership with the School District of Philadelphia, Hotspots and Chromebooks were distributed to those in need of devices.



PHA students received hotspots and Chromebooks.

- The Family Self-Sufficiency program is on track to become the largest in the country over the next year. It is powered by our two partners, Compass Working Capital (Compass) and Clarifi, a consumer credit counseling service, and seeks to serve 2,000 families by 2022. The program has more than doubled its enrollment over the past two years, with 893 individuals signing up. It offers an incentive to save. As a family's income increases, the portion of that extra income that would have otherwise gone to pay higher rent instead goes into an interest-bearing escrow account. On average, a FSS client saves \$7,800 from their rent payments. Participants meet with a coach to set contract goals and discuss progress. If they reach their goals within five years, FSS members are then granted access to all the funds. Most residents used savings for college or to purchase a home.
- From March 2020-June 2020, PHA provided more than 80,000 hot meals to PHA youth who were experiencing a gap in meals as a result of school closings.
- PhillySEEDS Scholarship and Assistance program awarded 84 PHA residents scholarships for continued education and supported another 32 residents with costs related to housing.

**READY FOR A
CHANGING WORLD**





PHA Worked in New Ways.

The onset of the COVID-19 pandemic required significant changes to PHA's operations, policies, and procedures to support the health and safety of residents, staff, and the public. Among many initiatives, this involved implementing new deep cleaning and hygiene protocols at PHA senior and high-rise developments; establishing remote worksite support systems for employees working from home; expanding meal programs and food giveaways; offering COVID testing and vaccines; substantially modifying maintenance processes and property management, and upgrading technology to provide greater convenience and closer connections with residents and landlords through new customer service portals.

When the City locked down, the agency did not perform routine maintenance or inspect vacant apartments for two months; only emergency maintenance issues were

handled during the time staff and city residents were asked to stay at home.

However, since maintenance workers returned to full duty in May, they were able to reduce the number of open service orders from over 17,000 to around 6,000 by the end of the fiscal year.

Major PHA projects included:

- Acquired and deployed 37 kiosks at PHA developments citywide. The kiosks allow residents to access the internet to receive services, manage their client information, and pay rent online;
- Acquired and deployed thermal scanners for the safety of employees coming to PHA's Headquarters and the Vaux Community Building;





Sharswood Phase I is under construction.

RAD: Thinking Outside the Box

PHA estimates that upwards of \$1 billion in new funding is needed to ensure the long-term preservation of existing public housing developments. While no new HUD funds are being made available, converting public housing to the RAD Section 8 Project-Based subsidy program enables us to secure other, non-HUD financial resources to address the backlog of deferred maintenance and other capital needs.

RAD conversion allows PHA to leverage funds that are not available in the traditional public housing program, while ensuring the protection of tenants' rights and preserving long-term affordability. With these funds, PHA plans to renovate and restore old housing stock, keeping them viable and affordable.

PHA continued to work on the planned redevelopment and RAD conversion of Harrison Tower, West Park Apartments and Fairhill Apartments, which will infuse major capital resources into these three developments and help to reduce PHA's capital needs backlog.

RAD Conversions: Closed Transactions through FY 2021

Property Name	RAD Units
2415 N. Broad	88
St John Neumann Place II	52
H.E.L.P Philadelphia V	37
New Courtland at St. Bartholomew	42
Lehigh Park I	49
Strawberry Mansion	55
Haddington III	48
Roberto Clemente House	38
Southwark Plaza (PA2-121)	470
Cantrell Place	40
Witherspoon Senior Apartments	40
1315 N. 8th Street	25
Norris Square Community Alliance Scattered Sites	29
Norris Apartments II (CNI)	74
Plymouth Hall (PA2-079)	53
Blumberg Phase I	51
Blumberg Phase II-Senior Building	94
Norris Apartments Phase III	28
Blumberg 83	83
Susquehanna Square	37
Reynolds School	49
Norris Apartments Phase V (CNI)	45
Sharswood I (Hunt)	30
27th and Susquehanna	78
TOTAL	1,635

Identifying New Funding Sources

PHA's grant writers tell our story to agencies and funders, and they do it well. The team brought in significant resources to support the people-based approach to problem solving, strategic investment, and inclusive practices.

These programs promoted economic mobility by expanding access to jobs and resources that promote

self-sufficiency. They support residents seeking to find careers that offer livable wages and provide job training, career readiness skills and access to the latest employment data bases.

The grants helped us to provide the critical public safety checks which are important for any real estate agency or housing entity.

GRANTS	AMOUNT	DESCRIPTION
FY 2020 Family Self-Sufficiency (FSS) Program (CY2021)	\$370,000	Supports for residents working toward personal and self-sufficiency goals.
FY 2020 -2021 Jobs Plus (JP) Program	\$2,979,543	Support for employment readiness employment readiness, job training, job placement and supportive services program for residents aged 18 to 64 at the Wilson Park Development in South Philadelphia. The grant also provides rental incentives for participating residents by freezing their rents for the periods enrolled in program.
FY 2020 ROSS Service Coordinator (RSC) Program	\$407,198	Funds staff responsible for connecting public housing residents to training and other enrichment opportunities that enable them to become self-sufficient.
FY 2020 Lead-Based Paint Capital Fund (LBPCF) Grant for Richard Allen and Harrison Plaza	\$1,176,085	Grant enables PHA to evaluate and reduce lead-based paint hazards at Richard Allen and Harrison Plaza sites.
FY 2019 Emergency Safety & Security Grant (ESSG) for Raymond Rosen Development	\$250,000	Supports the installation of a camera security system at the Raymond Rosen Housing Development.
Emergency Safety & Security Grant (ESSG) for Carbon Monoxide Detectors	\$188,799	Supports the purchase, repair, replacement and installation of Carbon Monoxide (CO) detectors at Hillcreek and Queen Row developments.
Emergency Safety & Security Grant (ESSG) for Carbon Monoxide Detectors at Hillcreek and Queen Row Developments	\$4,656	Supports the purchase, repair, replacement and installation of Carbon Monoxide (CO) detectors at Hillcreek and Queen Row Developments.

A professional video camera is mounted on a tripod in the foreground, angled towards the right. The camera has a large lens, a viewfinder, and various attachments. In the background, a blue curtain serves as a backdrop. A person is standing at a podium behind the curtain, and a screen displays the letters 'PRA'. An audience of people is seated in the foreground, their backs to the camera. Studio lights are visible on the ceiling and to the left. The text 'THE BOTTOM LINE' is overlaid in the center of the image.

THE BOTTOM LINE

PHA FINANCES – NET POSITION

Net position may serve over time as a useful indicator of an agency's financial position. In the case of PHA, our financial position remained strong with a net position of **\$1,196 billion** at March 31, 2020.

Philadelphia Housing Authority Statement Of Net Position March 31, 2020

	Primary Government	Discretely Presented Component Units
Current Assets		
Cash and cash equivalents	\$210,414,037	\$9,719,060
Restricted cash and cash equivalents	17,993,588	36,276,115
Receivables	113,659,305	3,453,813
Other current assets	1,038,865	462,131
Total current assets	343,105,795	49,911,119
Noncurrent assets		
Mortgages receivable	401,778,150	-
Capital assets, net	617,240,981	508,787,214
Equity interest in component units	5,954,025	-
Other assets	2,781,266	1,452,145
Total noncurrent assets	1,027,754,422	510,239,359
TOTAL ASSETS	1,370,860,217	560,150,478
Deferred outflows of resources	6,979,468	-
Current Liabilities		
Accounts payable	8,644,612	823,629
Accrued liabilities	13,484,967	2,092,176
Current portion of long-term debt	10,214,553	34,463,404
Due to other government agencies	163,315	-
Compensated absences	5,097,785	-
Resident security deposits	818,113	514,695
Unearned revenue and other current liabilities	3,587,934	12,271,394
Total current liabilities	42,011,279	50,165,298
Noncurrent Liabilities		
Compensated absences	3,398,521	-
Long-term debt	44,655,530	374,702,441
Net pension liability	82,223,385	-
Other long-term liabilities	5,706,771	97,346,812
Total noncurrent liabilities	135,984,207	472,049,253
TOTAL LIABILITIES	177,995,486	522,214,551
Deferred inflows of resources	3,891,848	-
Net Position		
Net investment in capital assets	562,370,898	99,621,369
Restricted for development	8,351,484	-
Unrestricted (deficit)	625,229,969	(61,685,442)
TOTAL NET POSITION	\$1,195,952,351	\$37,935,927

PHA FINANCES – STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION

Total operating revenue for FY2020 was \$463.9 million and operating income was \$66.6 million.

Philadelphia Housing Authority Statement Of Revenues, Expenses and Changes In Net Position for The Year Ended March 31, 202

	Primary Government	Discretely Presented Component Units
Operating Revenue		
Tenant revenue.....	\$31,125,490	\$30,239,389
Operating subsidies.....	422,380,624	-
Other income.....	10,355,873	173,649
Total operating revenue	463,861,987	30,413,038
Operating Expenses		
Administrative.....	67,194,273	6,171,378
Tenant services.....	3,912,390	227,216
Utilities.....	20,878,645	3,789,035
Maintenance.....	70,040,326	13,614,591
Protective services.....	8,290,204	711,619
General.....	24,577,066	3,354,841
Housing assistance payments.....	169,259,972	-
Depreciation and amortization.....	33,114,700	17,943,158
Total operating expenses	397,267,576	45,811,838
OPERATING INCOME (LOSS)	66,594,411	(15,398,800)
Nonoperating Revenue (Expenses)		
Interest and investment earnings.....	9,930,270	633,902
Interest expense.....	(2,472,214)	(8,603,885)
Loss on capital investment (Note 21).....	(1,119,073)	-
Other revenues.....	10,424,283	-
Net nonoperating revenue (expenses).....	16,763,266	(7,969,983)
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS..	83,357,677	(23,368,783)
Capital Contributions		
HUD capital subsidies.....	20,924,051	-
Partner distributions.....	-	(22,513)
Partner contributions.....	-	15,300,028
.....	20,924,051	15,277,515
CHANGE IN NET POSITION.....	104,281,728	(8,091,268)
Net Position, beginning		
As previously reported.....	1,093,164,341	44,533,477
Restatement (Note 21).....	(1,493,718)	1,493,718
As restated.....	1,091,670,623	46,027,195
Net Position, ending	\$1,195,952,351	\$37,935,927

PHA Finances - Ratings

S&P Global Ratings concluded its review of Philadelphia Housing Authority General Revenue Bonds (Philadelphia Housing Authority Headquarters Project) on September 23, 2020, and affirmed its rating of "A+" and upgraded to 'Positive' from 'Stable' for the above referenced obligation. The outlook revision reflects S&P's opinion of PHA's improving financial performance as federal funding increased since fiscal 2018 and cost savings have led to reduced operating expenses. S&P noted the following as to the reasons for the change in status:

- Extremely strong strategy and management
 - Extremely strong debt profile and liquidity
 - Very Strong essentiality for PHA housing
 - Moderate likelihood of extraordinary government support
- Additionally, in a pre-publication notice dated August 14, 2020, S&P Global Ratings affirmed its 'AA-' underlying rating, with a stable outlook, on Philadelphia Housing Authority's series 2002A-2002B and series 2003C-2003D Capital Fund Program Revenue bonds.

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PHILADELPHIA HOUSING AUTHORITY

OPENING DOORS TO OPPORTUNITIES

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